MCE

READY-TO-RUN IN-COMPANY



Next-Generation Pharma Leaders

PHARMA & BIOTECH

READY-TO-RUN

What is a **Ready-to-Run** programme?

MCE's Ready-to-Run programmes are standard MCE programmes delivered to one organization at a time. There are no public sessions or individual registrations.



01

Standard content

The programme is delivered as designed: the same seven modules for every group.

02

Your team only

Only participants from your organization are in the room.

03

You choose the logistics

Dates, group and format: on your site, at a venue or online.

How does Ready-to-Run compare with other MCE formats?

	Open programme	Ready-to-Run	Custom programme
WHO ATTENDS	Individuals from different organizations	Your team only	Your team only
CONTENT	Standard	Standard	Designed for you
DATES & LOCATION	Scheduled public sessions	You choose	You choose
A GOOD FIT WHEN	You are developing one or a few people	You have more than three people to train	You need content designed for your organization

More than three people to train?

If you plan to send several people to an open programme, a Ready-to-Run programme for your team is a practical option to compare.

Request a quote >

Next-Generation Pharma Leaders

Prepare your high-potential talent for the broader roles pharma's next decade will need.

Why This Programme Matters to You

Pharma needs leaders who can see beyond their own function — who understand the science, the commercial model, market access and the health system as one business. Yet most high-potential managers grew up in a single specialism: research, medical, regulatory or commercial.

The step from functional expert to enterprise leader is the hardest step in a pharma career, and too often it is left to chance. The people who make it need business acumen, a view of the whole ecosystem, and the ability to lead across functions through constant change.

This programme is a structured accelerator for your high-potential talent: an enterprise view of the business, the leadership capabilities to match, and a real business challenge from your organisation to apply them to.



Competences

- Enterprise mindset
- Business acumen
- Cross-functional leadership
- Adaptive leadership
- Innovation leadership

Who Is It For

Your organisation's high-potential managers — people you are preparing for larger, broader or enterprise-level roles in the next few years.

Experienced Managers

Senior Managers & Directors

Learn, Practice and Use

- **See** the business as a whole — from science to patient, payer and P&L.
- **Understand** the healthcare ecosystem and where value is created.
- **Build** the business acumen for enterprise-level decisions.
- **Lead** across functions you don't manage.
- **Lead** with agility through uncertainty and change.
- **Drive** innovation and transformation in a regulated business.
- **Strengthen** your own resilience and leadership presence.
- **Leave** with a business recommendation and a development plan.

PRACTICAL INFORMATION

DURATION
3 days

BUSINESS IMPACT

Strengthens leadership capability across the organisation and prepares high-potential leaders to navigate future industry challenges with confidence.

Click here for the full programme outline

Programme Modules

1

From Functional Expert to Enterprise Leader

The step from functional expert to enterprise leader is one of the hardest in a pharma career. You look at what changes when you move from leading a function to leading the business as a whole.

2

The Pharma Value Chain and Healthcare Ecosystem

Most high-potentials know their own function well but not the full picture. You map how value is created from discovery to patient, through R&D, regulators, payers, providers and partners, and where your organization wins or loses.

3

Business Acumen for Enterprise Decisions

Senior decisions are about money, risk and trade-offs. You work on the financial and portfolio logic behind them: the P&L, investment choices, lifecycle decisions and how resources are allocated.

4

Leading Across Functions and Boundaries

Senior roles depend on people you don't manage. You strengthen how you influence and align colleagues across science, commercial and access, and across global and local teams.

5

Leading Through Uncertainty and Change

In pharma, leaders often have to decide before all the data is in. You build the agility to make sound decisions under uncertainty and to keep your team focused when priorities change.

6

Leading Innovation and Transformation

New ideas are hard to move through a regulated organization. You work on leading innovation and change, and on the resilience and leadership presence that bigger roles require.

7

Your Business Challenge and Leadership Plan

You work in teams on a real business challenge set by your organization and present your recommendation to senior leaders. You leave with this recommendation and a personal leadership development plan.



Learn

the key business skills and knowledge you need for your management role today and tomorrow



Practice

the skills you learn and get feedback, recommendations and coaching



Use

what you learn and practise as soon as you get back to your office

For more information please contact:

+32 2 543 21 20

info@mce.eu

Visit mce.eu